



National Security Personnel System Army Session

Welcome

Carole Johnson



Purpose of Army NSPS Session

- ❖ Provide understanding about how the Army is organized to support NSPS under PEO led program
- ❖ Provide available information about Army plans
- ❖ Respond to questions about PEO/Army plans
- ❖ Solicit and consider Spiral 1.1 input on NSPS plans and considerations

*



• EO session points of discussion?

- Many decisions pending – union/political sensitive – e.g. DoD vs Army delegations
- Army funding status
- Use chain of command to communicate or elevate issues/questions
- Communication will be asap
- Enabling regs – DoD Implementing regs -



PEO session continued

- Army policies/procedures?
- Lessons learned -Acquisition/Lab Demos
 - Management involvement essential
 - Centralized development – decentralized execution
 - Keep it simple – best practice based
 - Understanding/knowledge for all involved
 - Training critical and must support
 - Pay for performance aspects difficult but worth it
 - Practice/mock pay out
 - Give employees real feedback
 - Benchmarks suggested for consistency



PEO Session continued

- Automated support tools on time necessary
- Expect longer term culture change
- Consistent approach = perceptions of fairness and equity e.g benchmarks/leveling
- Executive/Steering Group oversight needed
- Can't communicate enough – be clear
- Build in humor – acknowledge good work
- Involve all stakeholders
- Expect tendency to fall back on Title 5/GS



PEO session continued

- Take advantage of NSPS opportunities
- Anticipate special circumstances e.g. interns
- Data quality important
- Will likely include more recruitment/retention bonuses
- Address transition considerations e.g. temp promotions, details, retained pay, etc.
- Program Evaluation – metrics a must!
- Pay pools shouldn't be less than 50..know your community – leveling necessary – address issues



PEO session continued

- What else were the key messages/lessons/points you heard?



Review and Analysis



NSPS Overall Status

- ❖ Enabling Regulations pending release for 30 day comment period
- ❖ Enabling Regulations will involve 30-30-30 day Union comments/consultation
- ❖ DoD Implementing Regulations being developed but subject to change based on Enabling Regulation comments/adjustments
- ❖ *Labor Relations will roll out to all DoD organizations before NSPS HR programs
- ❖ July 05 still target for at least some portion of NSPS roll out
- ❖ PEO and Army plans are being developed and involve field participation
- ❖ NSPS UFR identified to Army manning peg – competing with GWOT
- ❖ Automated systems – DCPDS and Army unique – big considerations, cost and workload
- ❖ GAO and Congressional oversight on going



National Security Personnel System

Army Decisions

Lorraine Phillips



NSPS Decision Points

- ❖ **Current situation - LOU**
Lots of Unknowns!
- ❖ **Until Implementing Regulations are published, component flexibilities are unknown:**
 - **Funding**
 - **Pay pool structure**
 - **Pay setting to include control points**
 - **Integration**
 - **RIF**
 - **Hiring flexibilities**
 - **Compensation Architecture**



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Schedule

Sandy Chun



NSPS Schedule



- ❖ Publish Federal Regulations (enabling regulations)
 - Notification Process
 - Public/Union Comment Period (30)
 - Collect, Organize Review comments
 - Union Collaboration (30)
- ❖ Notification process: Intent to implement
- ❖ Implementing Issuances
- ❖ IT Integration
 - DCPDS
 - DCPS
 - Component Uniques



NSPS Schedule



❖ Training

- Planning
- Development/design
- Prepare/conduct pilots
- Revise materials (if needed)
- Delivery of Training

❖ Evaluation

- Pre-implementation
- Dev metrics/analyze data
- Lessons learned

❖ Transition Planning and Execution

- Data review and update
- Pipeline actions



National Security Personnel System Army Session

Keynote Speaker

**The Honorable Reginald
Brown**

**Assistant Secretary of the
Army (Manpower and
Reserve Affairs)**



National Security Personnel System Army Session

Ms. Melinda McMillon Darby
**Assistant G-1 for Civilian
Personnel Policy**



National Security Personnel System

Army Execution

Carole Johnson



How Army is organized to support NSPS



- ❖ Dual hatted (PEO/Army) PM with support staff
- ❖ Integrated NSPS staff across CPP
 - Policy and Program Development
 - Plans (Program Evaluation and Supervisory Assessment tool)
 - Program Support (IT)
 - Civilian Personnel Evaluation Agency (pre/post reviews)
 - Resource Management Support – CPP and G1
 - CHRA HQs and field – training and operational transition support
 - G-3 – Leadership training – Change Management



National Security Personnel Sys

Army NSPS Communication and Marketing Plan

Tim Burcroff



Communication



- ❖ **A primary strategy for building understanding and support for NSPS across Army**
 - **Communicate with as many employees, supervisors, managers and commanders as possible**
 - **Demonstrate leadership's support & involvement**
 - **Build workforce trust & commitment**
 - **Prepare HR community to support transition**
 - **Coordinate to assure consistent, up-to-date and accurate information is shared**
 - **Weekly review of CPOL web site to keep it current**



Marketing



- ❖ **Market at all levels**
 - **Address key messages**
- ❖ **Use as many tools as possible and appropriate**
 - **Web sites**
 - **Town Hall Meetings**
 - **Public Affairs Offices**
 - **Videos**
 - **Brochures**
 - **Newsletters**
 - **Email**



National Security Personnel System Web Site



❖ A primary communication vehicle

<http://www.cpms.osd.mil/nsps>

Army Specific Information:

<http://www.cpol.army.mil>



National Security Personnel System

Army NSPS Campaign Plan

Lorraine Phillips



Campaign Plan



- ❖ **Directs the planning, preparation, communication and execution of NSPS operations**
- ❖ **Sends a message to the Army military and civilian commanders and leaders on NSPS and Army's roles and responsibilities**
- ❖ **NSPS Campaign objectives support Army HR core competencies:**
 - **Develop a trained and competent civilian force to support the combatant and mission commander**
 - **Recruit a ready and relevant civilian force capable of meeting mission needs**



Implementation Plan

- ❖ **Specific implementation plans/orders will be developed to cover operational requirements and reinforce strategic intent:**
 - **Implementation**
 - **Communication**
 - **Change Management**
 - **Training**
 - **Financial Management**
 - **Labor**
 - **Automated Systems Integration**
 - **Evaluation**



Status and Way ahead



- ❖ The campaign plan is being staffed with MACOMs and CHRA (to be finalized by 31 Jan)
- ❖ Recommending endorsement by Secretary of the Army and Chief of Staff of the Army



National Security Personnel System

Army Training Plan

Mike Vajda



Introduction



- **Target audiences**
 - **Commanders/Directors**
 - **Managers**
 - **Employees**
 - **HR Professionals & EEO Specialists**
- **Initial Focus on Spiral 1.1**
- **Discrete curriculum targeted to each group**
- **Change management incorporated into effort**
- **Partnership with Commands/Activities**



Spiral 1.1 Population to be Trained

Region				
	CPOC	CPAC	Supv	Empl
NC	255	204	291	3614
NE	293	233	444	4688
PA	60	34		
SC	265	253	157	1603
SW	327	221	823	7188
WE	267	159	555	4153
Totals	1467	1104	2270	21246

- **Cadre of 181 trainers**
 - **all attended instructional methods course**
 - **117 certified as adjunct faculty**
 - **practical experience including HR for Supervisors**
- **Experienced trainers & curriculum developers**
- **Participant in PEO training strategies**
- **Active partnership with G3**
- **Training resource requirements identified**
- **Training annex in campaign plan**



- **Training Approach**

- **PEO**

- will train up to 125 Army trainers**

- will provide training materials**

- will train Army trainers 90 days out**

- **Army Regional Trainers**

- will deliver NSPS for HR Professionals**

- **Installation trainers**

- will deliver NSPS for Supervisors**

 - will provide Employee Overview**

- **Class Size**

- **30 for NSPS for HR Professionals**
- **30 for NSPS for Supervisors**
- **50-250 for Employee Overview**

Variations based on

- **installation numbers**
- **training facility size**
- **mission demands**
- **Alternative options for remote groups**
- **Central team assistance available if needed**



- **Number of sessions**
 - Population divided by class size
 - Population may be combined across spiral/Regional lines
 - Smaller CPACs combined with nearest CPAC or CPOC
 - No CPAC will be closed due to training
- **Session dates**
 - Dependent on
 - NSPS Deployment Date
 - Population
 - Size and availability of training rooms/trainers



NSPS Spiral 1.1 Training Session



Region			
	HR Prof	Supv	Empl
NC	18	12	17
NE	23	17	20
PA	4	0	0
SC	23	7	8
SW	24	31	32
WE	22	22	24
Totals	114	89	101



- **Composition of Training Teams**
 - **3 instructors for NSPS for HR Professionals**
 - **Up to 3 instructors for NSPS for Supervisors**
 - **Manager and HR specialists**
 - **2 instructors for Employee Overview**
 - **Manager and HR specialist**



NSPS Spiral 1.1 Training Teams



Region	Regional Trainers	Installation Trainers		
		CPOC	CPAC	MGR
NC	15	5	6	6
NE	18	5	6	6
PA	3	0	0	0
SC	18	3	3	3
SW	18	7	9	9
WE	15	4	6	6
Totals	87	24	30	30



- **Course Offerings**
 - **NSPS for HR Professionals course**
 - **At least 3 days**
 - **Sessions begin 30-90 days out**
 - **Taught by the Regional Trainers**
 - **Employee Overview**
 - **Sessions begin up to 45 days out**
 - **1 day**
 - **Taught by Installation Trainers**



- **Course offerings, continued**
 - **NSPS for Supervisors**
 - Conducted 30-45 days out
 - 2 days
 - Taught by Installation Trainers
 - **Change Management integrated into instruction**
 - **All courses supplemented with learning tools**
 - **Pay Pool Management course**
 - Taught by installation trainers
 - After NSPS implementation

- **Labor Training**
 - **Needed prior to implementation**
 - **First phase delivered by David Helmer**
 - * **Audience HR Specialists/Labor Attorneys**
 - **Second phase delivered by HR specialist**
 - * **Delivered at installations**
 - * **Audience executives/managers/employees**
 - * **Training material centrally developed**



National Security Personnel System

Resource Management

Lorraine Phillips



PEO NSPS Finance and Resource Integrated Process Team (IPT)



- ❖ Purpose:
 - To examine the full range of financial management issues associated with the design, development and implementation of the NSPS
 - To make recommendations on how to address/resolve issues at the Departmental and/or Component level
- ❖ Scope includes issues specific to the PEO NSPS as well as the Components individually and/or collectively.



PEO NSPS Finance and Resource Integrated Process Team (IPT)



❖ IPT members:

- PEO NSPS Financial Mgmt Leader (Chair)
- PEO NSPS Human Resource (HR) Representative
- Component Budget/Comptroller Representative
- Component HR Representative
- CPMS Representative
- DFAS Representative
- DCPDS Representative

❖ Deliverables:

- Budget and financial framework to accommodate NSPS “Pay for Performance” system
 - Process for baseline assessment of the costs
 - Budget and financial framework for WGI buy-in
 - Framework for accounting requirements to assure consistency in reporting
- ❖ Army MACOMs have identified representatives for Army FM IPT



Labor Relations and the National Security Personnel System

David Helmer
DSN 221-3889; (703) 325-3889
David.helmer@us.army.mil

27 January 2004

- ❖ Labor program covers everyone –
WG, NAF, Overseas, lab demos
- ❖ Effective Army-wide upon
implementation
- ❖ If excluded from Chapter 71 -
excluded
from NSPS LR



Application of 5 USC Chapter 71 prior to NSPS LR



- ❖ 30-30-30 collaboration is exclusive procedure for union involvement in the planning, development, and implementation of NSPS
- ❖ Does Chapter 71 apply to NSPS issues prior to full implementation?
 - Duty to bargain, Formal discussions, Furnish information
- ❖ Until implemented, NSPS is not a valid basis for delaying Chapter 71 contract negotiations



Training and Guidance



- ❖ PEO and components developing LR training material
- ❖ Training needs:
 - Personnelists/labor attorneys
 - Managers
 - Employees
 - Unions??
- ❖ VTT LR training for HR & attorneys
 - After draft and after final Fed Reg
- ❖ Continual training needed -- refresher, new employee, etc.
- ❖ E-mail guidance through personnel channels



Keep



Communicating!!

- ❖ Advise HQDA LR (and channels) if you have union activity regarding NSPS (e.g., ULPs, requests for info or bargaining)
 - Activity has ultimate responsibility to respond to union -- after appropriate HQDA notification/discussion
 - Close (informal) coordination on NSPS bargaining expected. (Activities need to know if matter proposed by union is covered in collaboration process/HQDA needs to know NSPS issues being bargained.)
- ❖ HQDA will provide technical assistance with litigation – ULPS/complaints
- ❖ HQDA LR Office available to answer NSPS labor relations questions from personnelists/attorneys.



National Level Bargaining (Above Level of Recognition)



- ❖ Bargaining affiliation
 - Resides at installation level (with CoE exception)
 - 24 different unions representing 430 bargaining units; 6 unions have national consultation rights (NCR)
 - NCR unions represent 94% of unit employees
- ❖ There will always be local bargaining obligations



Local Actions

- ❖ Review/Update BUS Codes
- ❖ Upon publication of draft regulation in Federal Register, review agreements for potential conflict with NSPS language
- ❖ Keep unions informed
 - Provide unions with copy of Fed Reg when published (both draft and final)



More Local Actions



- ❖ Comply with labor obligations and local agreements
- ❖ Get, and assist with, training
- ❖ Comment during Federal Register notice period; encourage union to do the same
- ❖ Keep current on Chapter 71



National Security Personnel System

Program Evaluation

**Mr. Rickie Cannon & Mr. Murray
Mack**



Agenda



- ❖ **Background**
- ❖ **Current “As Is” Program Evaluation**
- ❖ **Anticipated “To Be” Program Evaluation**
- ❖ **Questions/Input**



NSPS Program Evaluation

❖ 53 What We Know

- Briefed the NSPS Requirements Team in April 2004 on Army metrics/measures
- PEO formed a program evaluation work group
- Work group has met twice
- Spiral organizations identified in December 2004
- Law does not require that NSPS be evaluated, but it will be, both short term and long term
- Metrics drive the evaluation: Key Performance Parameters, Attributes, and Metrics

❖ What We Don't Know

- What it all looks like
- When it will really start
- DoD controls
- Army leadership controls
- \$\$ available for evaluation



OSD Model for NSPS Program Evaluation



FOCUS

Does NSPS Meet:

❖ **Key Performance Parameters:**

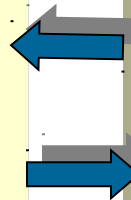
- High Performing, Agile and
- Responsive Workforce
- Credible and Trusted
- Fiscally Sound
- Supporting Infrastructure
- Deployable on Schedule

❖ **NDAA 04 criteria:**

- Cor
- Fle
- Pre
- princ

Key Components:

- ❖ Time limited -
 - Program operate from 2004/09
- ❖ Establish baseline requirements
 - Opinion Surveys
 - Workforce Demographics
 - Key systems/operations report
- ❖ Are Pilot/Spiral Orgs ready to deploy NSPS?
- ❖ Are NSPS implementation tools effective?
- ❖ Does NSPS support DOD Strategic Plan/PMA?

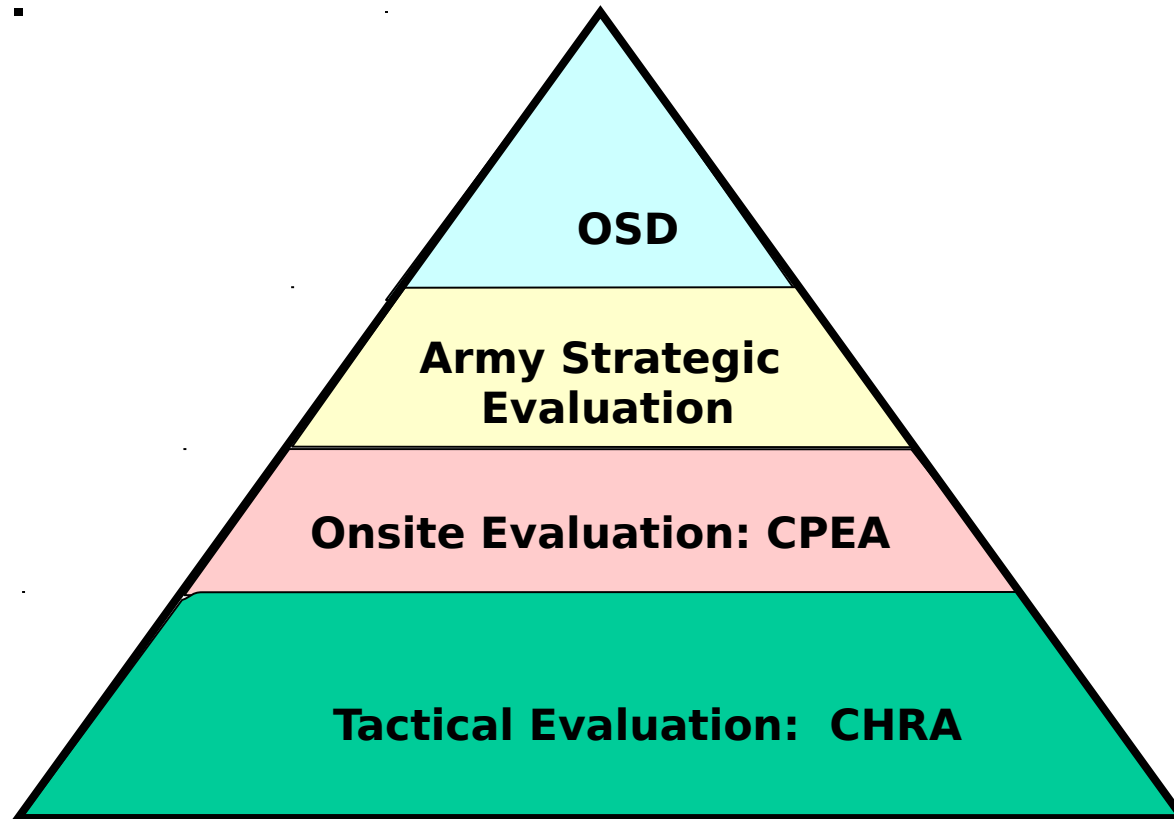


OUTCOMES

- ❖ Drive SECDEF decision to certify program; go beyond 300k
- ❖ Determine how well NSPS met its objectives, KPPs/NDAA
- ❖ Make decisions about preservation, change or additions
- ❖ Make decisions to implement next phase of spiral fielding
- ❖ Demonstrate the merits of NSPS



NSPS Evaluation Pyramid



**Fewer....Number of Metrics...
Greater**

Broader....Nature of Metrics....More Specific



Current Strategic Evaluation Metrics and Measures



❖ Cost/Efficiency

- Servicing ratios
- Employee-supervisor ratios
- Employee costs
- Civilian strength
- Productivity per operating personnelist
- Productivity per serviced customer

❖ CPA Effectiveness

- Customer satisfaction
- Timeliness of processing benefits
- Fill time splits
- Staffing regulatory/procedural compliance
- MER regulatory/procedural compliance
- HQ ACPERS/DCPDS data quality



Current Strategic Evaluation Metrics and Measures Con't



❖ CPM Effectiveness

- Grade accuracy
- Assignment accuracy
- Performance appraisal regulatory/procedural compliance
- Arbitration decisions
- Unfair labor practices
- Classification appeals
- FECA benefits
- Execution of intern funding
- Emergency essential employees with signed agreements

❖ Workforce Morale

- Satisfaction with job, career, supervisor, management, promotion system, awards & recognition, co-workers, training & development, and fairness; exit survey results
- Rate of formal grievances
- Final findings of EEO discrimination complaints
- Tenure, separation, accession rates



Current Strategic Evaluation Metrics and Measures Con't



❖ Workforce Quality

- Education level (by PATCOB, of new interns)
- Rate of monetary/time-off awards
- Disciplinary/adverse actions (overall rate and by RNO)

❖ Workforce Representation

- Total workforce by RNO, gender, individuals with disabilities, DA/local interns new hires by gender and RNO, and total workforce new hires by gender and RNO

❖ Sources

- CHR Annual Evaluation, SRS/G-1 Scorecards, Army Civilian Attitude Survey, ACSIM ISR Survey, Army Exit Survey, Private Industry Benchmarks, CPEA Reports



Current On-Site Evaluation: CPEA



- ❖ **Conduct on-site CHR evaluation agency-wide**
 - CPOC, CPAC and MACOM
- ❖ **Meet intent of OPM oversight requirements**
 - Talent (Staffing/Classification)
 - Performance culture (LR/MER/HRD)
 - Leadership/knowledge management
- ❖ **Assess regulatory compliance in CHR functions**
 - 90% accuracy rate required
- ❖ **Assess compliance with HQDA personnel policy**
- ❖ **Measure quality of CHR services provided**
- ❖ **Identify required corrective actions where deficiencies occur**



❖ Production

- Age of open recruit/fill actions, closed actions
- Fill time: CPOC to commitment, time from staffing to referral
- Routine/non-routine classification actions
- CivPro data accuracy
- Recruitment costs by series and by CHR function

❖ Benefits

- Retirement applications to OPM, to payroll
- Disability applications to payroll
- Death claims to payroll
- Retirement estimate completion



❖ Database and Pay Quality

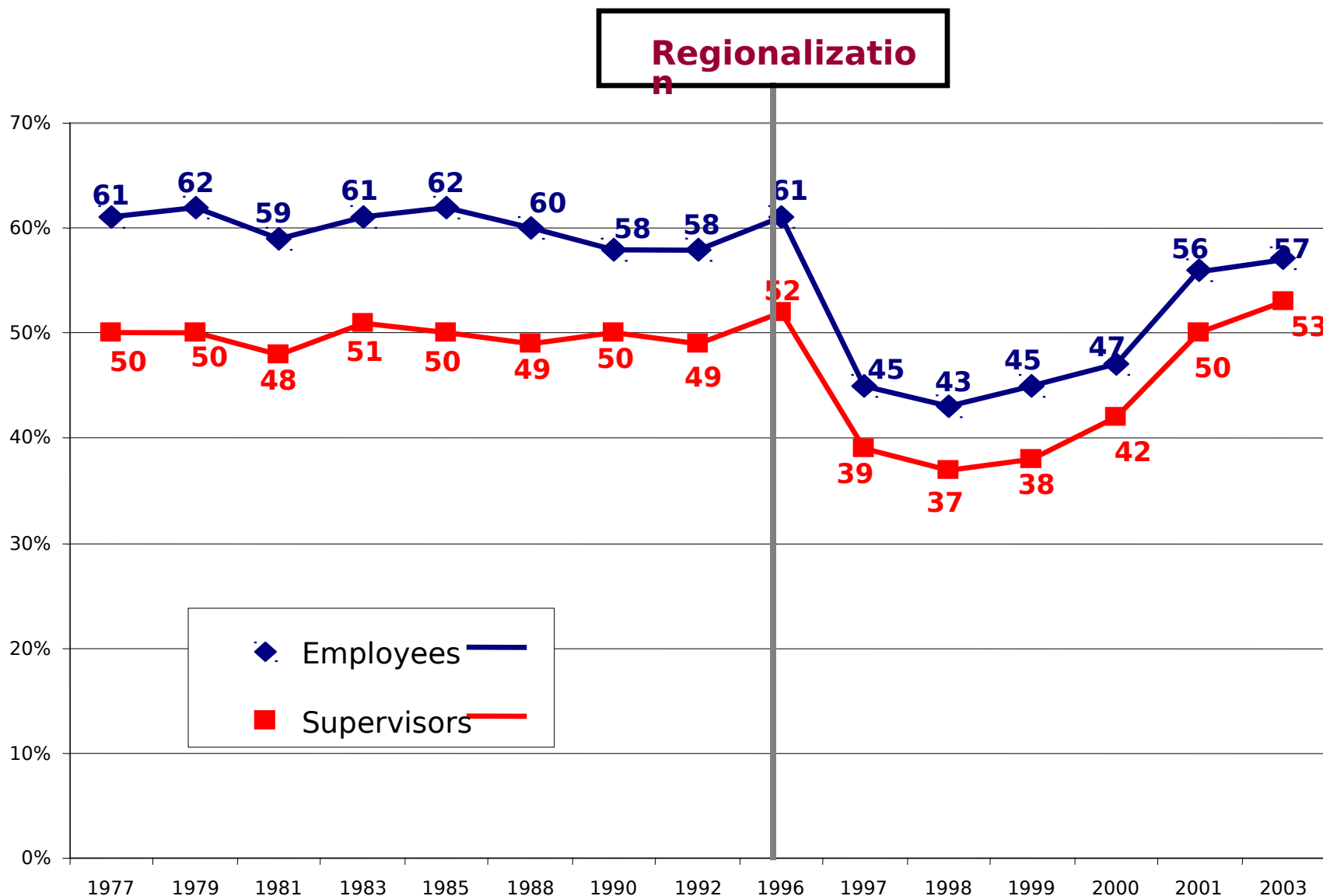
- Modern DCPDS data accuracy rate
- Pay rejects from DFAS
- Payroll mismatches
- Open pay problems
- Open QC pay tickets

❖ CHRA Tier I/II Assessment

- Customer satisfaction – employees, supervisors, commanders



Armywide Trends in HR Customer Satisfaction





Future Strategic Program Evaluation



- ❖ Can we say that NSPS caused change?
 - Other non-NSPS factors exist that can't be controlled
 - Organizations selected for their "success potential"
 - Track changes over time and infer NSPS effect

- ❖ OSD Evaluation broad based component spiral/non-spiral
 - Army – Spiral/Non-spiral by MACOM, Region, Installation
 - ✓ Can diagnose/provide feedback where problems exist

- ❖ Indications of Improvement
 - Compare all previously mentioned strategic metrics pre-spiral (baseline) and post-spiral rollout
 - Compare metrics for organizations under spiral to organizations not in spirals
 - All comparisons collected over time to show longitudinal change
 - Schedule: survey metrics yearly, others every six months



Tools: Metrics and Surveys

- ❖ CHR Annual Evaluation
 - As currently conducted
 - Tailor summary reports for Commanders
 - Provided 3 months after end of FY
- ❖ Army Civilian Attitude Survey
 - Surveying annually starting August 2005
 - Items written to tap specific KPPs
 - ✓ Pay and performance management, morale, quality of new hires, adaptability to change, fairness, management authorities, NSPS training
 - Feedback down to installation level
 - Contractor supported



~~Metrics and Surveys Con't~~

- ❖ ISR Installation Status Report
 - Supervisory Assessment of CPAC Performance
 - October 2005
- ❖ Readiness Survey
 - Organizational/people checklist 30 days prior to implementation
 - Go/no-go decisions at point of transition
 - ✓ Ability to capture productivity
 - ✓ Link performance to org mission and goals
 - ✓ Workforce readiness to accept/embrace change
 - ✓ Atmosphere of communication and trust
 - Contractor supported/developed by March 2005
- ❖ Special Studies: Performance Management System



Tools:

Supervisory Assessments

- ❖ Voluntary self assessments, can be taken anytime on web, ready by May 2005
- ❖ Civilian Leadership Improvement Battery
 - Flexibility, stress tolerance, perceptiveness, motivation, peer leadership, communication skills, team building
 - Predicts success best for first line supervisor
 - Items focus on past behavior and reactions to work events
 - Instant narrative feedback, recommendations for improvement, suggestions for further training
- ❖ Leadership Effectiveness Inventory
 - Self and supervisor assessment (180-degree)
 - Measures 27 Army leadership competencies
 - ✓ Behavioral descriptors of each competency
 - ✓ Consistent with TRADOC, SAW, and OPM
 - Instant report on competencies: job requirements, competency ranking, job strengths, and developmental needs



Future On-Site Evaluation: CPEA

- ❖ **Conduct IPRs to assess progress in NSPS implementation**
 - Special targeted reviews
 - 3-5 locations for spiral one
- ❖ **Conduct on-site NSPS evaluations agency-wide**
- ❖ **Assess compliance with DoD NSPS policy**
 - Proper assignment to pay bands
 - Distribution of pay levels
 - Adequacy and equity of pay adjustments and cash awards
- ❖ **Identify required corrective actions where deficiencies occur**



Future Tactical Evaluation: CHR.

- ❖ Pre NSPS implementation
 - Changing business processes
 - HR automation requirements/enhancements
 - Training needed for HR personnel
 - Automation needs for end users
- ❖ During NSPS implementation
 - Title V/Title X/Science & Technology Demo Projects/NSPS HR System
- ❖ Post NSPS implementation
 - Title V/Positions DoD may exempt from NSPS/NSPS HR System
- ❖ Metrics: Same as before



The BIG Finish



- ❖ Questions/Input?
- ❖ Murray.Mack@us.army.mil
(703) 325-8684 DSN 221



National Security Personnel System

Pay for Performance

Michael McClure



Chapter 99 Provisions



- ❖ Fair, Credible and Transparent Performance Appraisal System
- ❖ Link with Strategic Plan
- ❖ Adequate training and retraining
- ❖ Ongoing Feedback and Dialogue
- ❖ Effective safeguards
- ❖ Adequate resources
- ❖ P4P system that links individual pay to performance



Pay for Performance

Previous P4P Experiences

- ❖ **China Lake**
- ❖ **DoD Acquisition Workforce**
- ❖ **DoD Science and Technology Labs**
- ❖ **Other Federal Agencies**
 - **NIST, IRS, Commerce, FAA, GAO, OCC**
 - **OPM White Paper - April 2002**
 - **GAO Report - January 2004**
 - **NAPA Report - May 2004**



Elements of Perf Mgmt

- ❖ **Performance and Pay Cycles**
- ❖ **Performance Factors and Measures**
- ❖ **Rating Levels**
- ❖ **Rating Approval Chain**
- ❖ **Specially Situated Employees**



Elements of P4P



- ❖ Funding
 - 9902(e)(4)
- ❖ Performance Pay Pools
- ❖ Oversight
 - Executive Steering Committee
 - Performance Review Board
 - Pay Pool Managers
- ❖ Share/Point System
- ❖ Payouts (Salary and Bonus)



General Observations



- ❖ Management oversight of pay pools,
- ❖ Pay pools have a range of salaries and performance levels,
- ❖ Pay pools are large enough to constitute a reasonable statistical sample, i.e., not less than 35 individuals (when possible) or more than 350/500 individuals, and
- ❖ Pay pools are large enough to include a second level of supervision because the pay pool concept is to use a group of supervisors in the pay pool to determine scores and salary adjustments and awards.



Management Oversight

- ❖ Section 9902 (b)6.G: “Effective safeguards to ensure that the management of the system is fair and equitable and based on employee performance.”
- ❖ PEO NSPS “Operating Level Unit and HRO/C Template-Concept for Typical Action Areas” dated December 9, 2004. The task is to establish an Executive Steering Committee (ESC).
 - “This committee will be chartered to make HR policy decisions involving compensation, performance ratings, employee feedback, funding decisions, etc.”
 - “The Executive Steering Committee will need to make these decisions [*identify pay pool funding and compensation policy*], and ensure they are in accordance with Component/DoD policies.”



Executive Steering Committee

- ❖ Overseeing the civilian pay budget;
- ❖ Addressing issues associated with multiple pay systems (NSPS, GS, Demo), if applicable;
- ❖ Determining the composition of the pay pool in accordance with the established guidelines and statutory constraints;
- ❖ Reviewing operation of the organization's NSPS pay pools;
- ❖ Providing guidance to pay pool managers;
- ❖ Administering funds to NSPS pay pool managers;
- ❖ Reviewing hiring and promotion salaries;
- ❖ Monitoring award pool distribution by organization
- ❖ Assessing the need for changes to NSPS procedures and policies.



Pay Pools



NSPS, in its Operating Level Unit and HRO/C Template-Concept for Typical Action Areas dated December 9, 2004, defines a pay pool as

“the group of employees that share in the pool for salary increases and bonuses. Panel members and manager refer to the managers within the organization that will make final appraisal score and compensation decisions.”



Pay Pool Panel / Manage

- ❖ Look across entire pay pool
- ❖ Identify benchmarks in each factor/score
- ❖ Validate relative order across the pay pool in each factor/score
- ❖ Determine needed adjustments / communicate with rating officials
- ❖ Validate pay pool's distribution
 - Is this a true representation of the pool
 - Is this the message to be sent to employees
- ❖ Make final adjustments

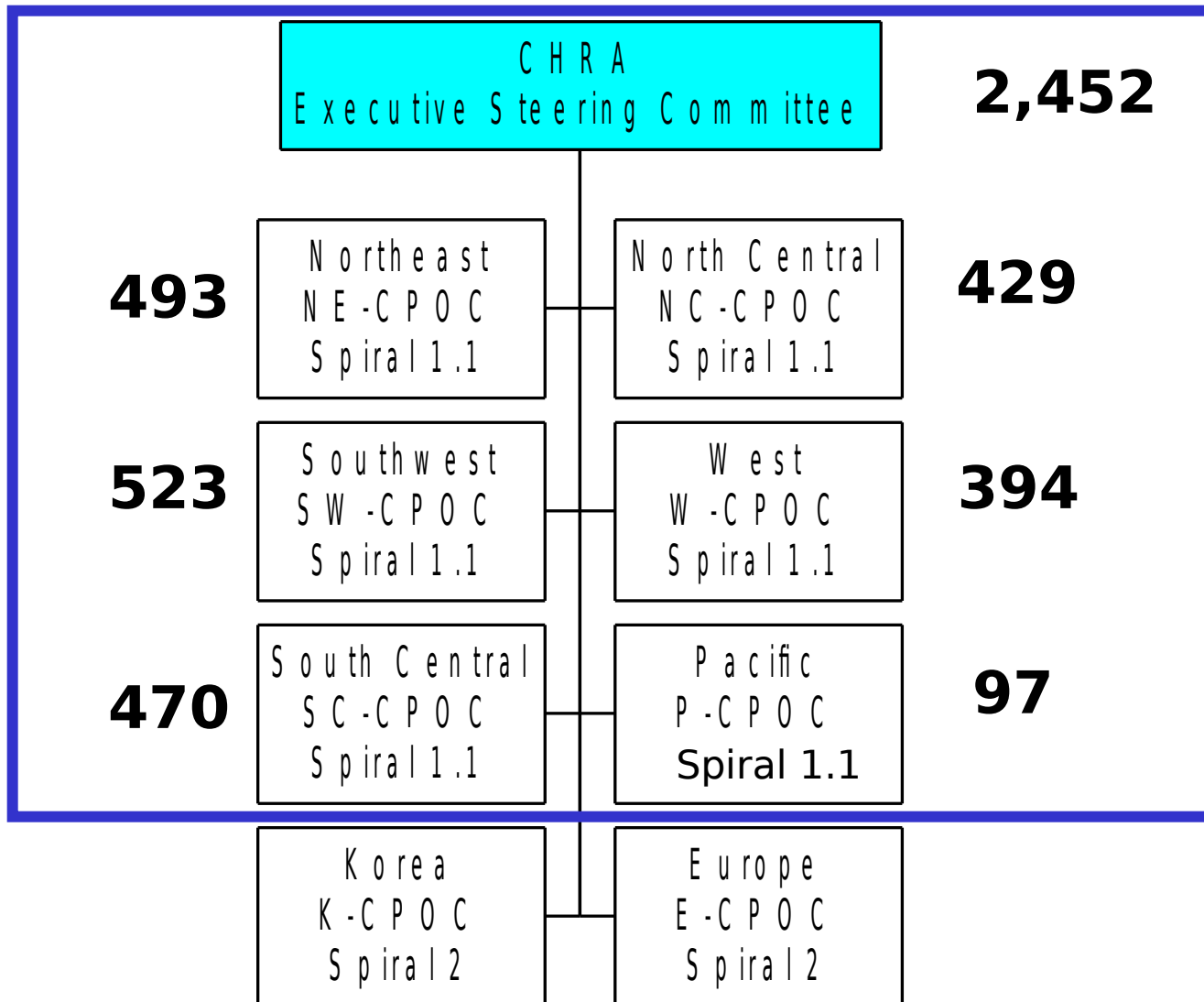


Examples of Pay Pool Structure

- ❖ The organization's pay pools can be structured
 - Along organizational lines
 - By functions
 - By Career Groups
 - By Job Series
 - By geographic locations
 - By Workforce
 - ✓ Non-supervisory personnel
 - ✓ Supervisory personnel



Notional Structures





Notional Structures

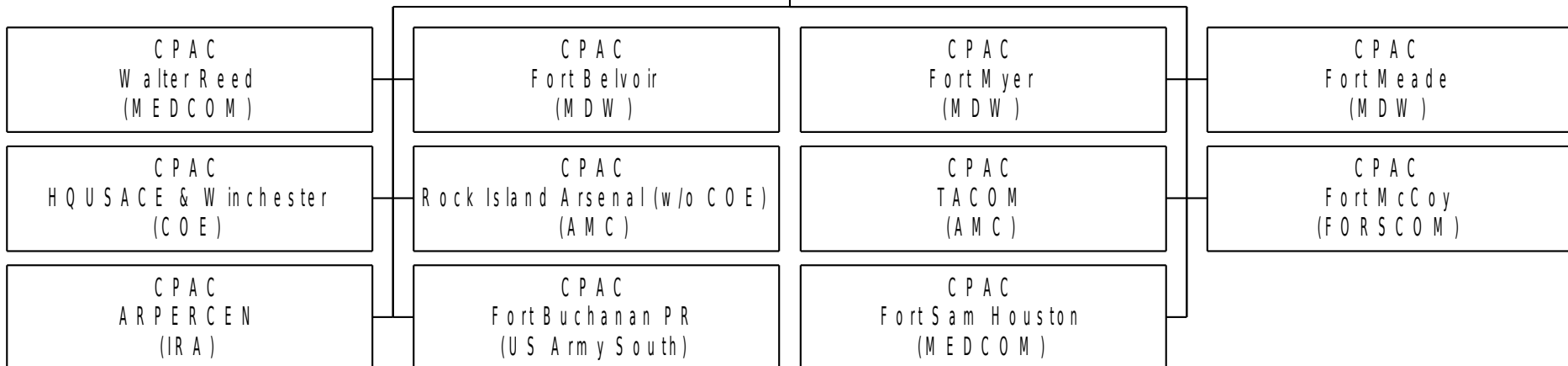


- ❖ North Central CPOC
 - Single Pay Pool of its CPACs or
 - Multiple Pay Pools align based on geographic proximity

Single Pay Pool

North Central
NC-CPOC
Executive Steering Committee
Pay Pool

429





Notional Structures

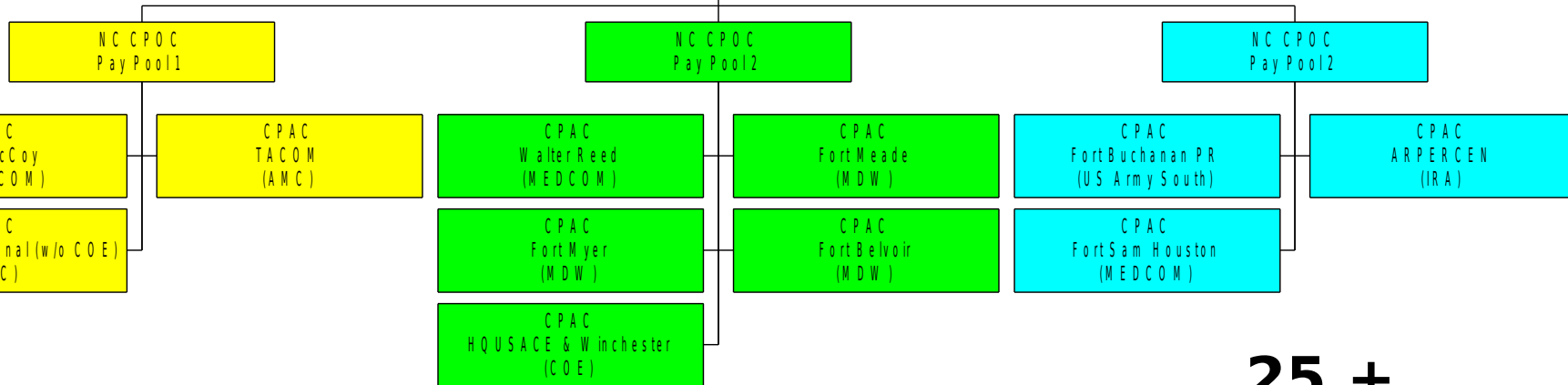
❖ North Central CPOC

- Single Pay Pool of its CPACs or
- Multiple Pay Pools align based on geographic proximity

Multiple Pay Pools

North Central
NC-CPOC
Executive Steering Committee
Pay Pool

254 +/-



96

54

25 +



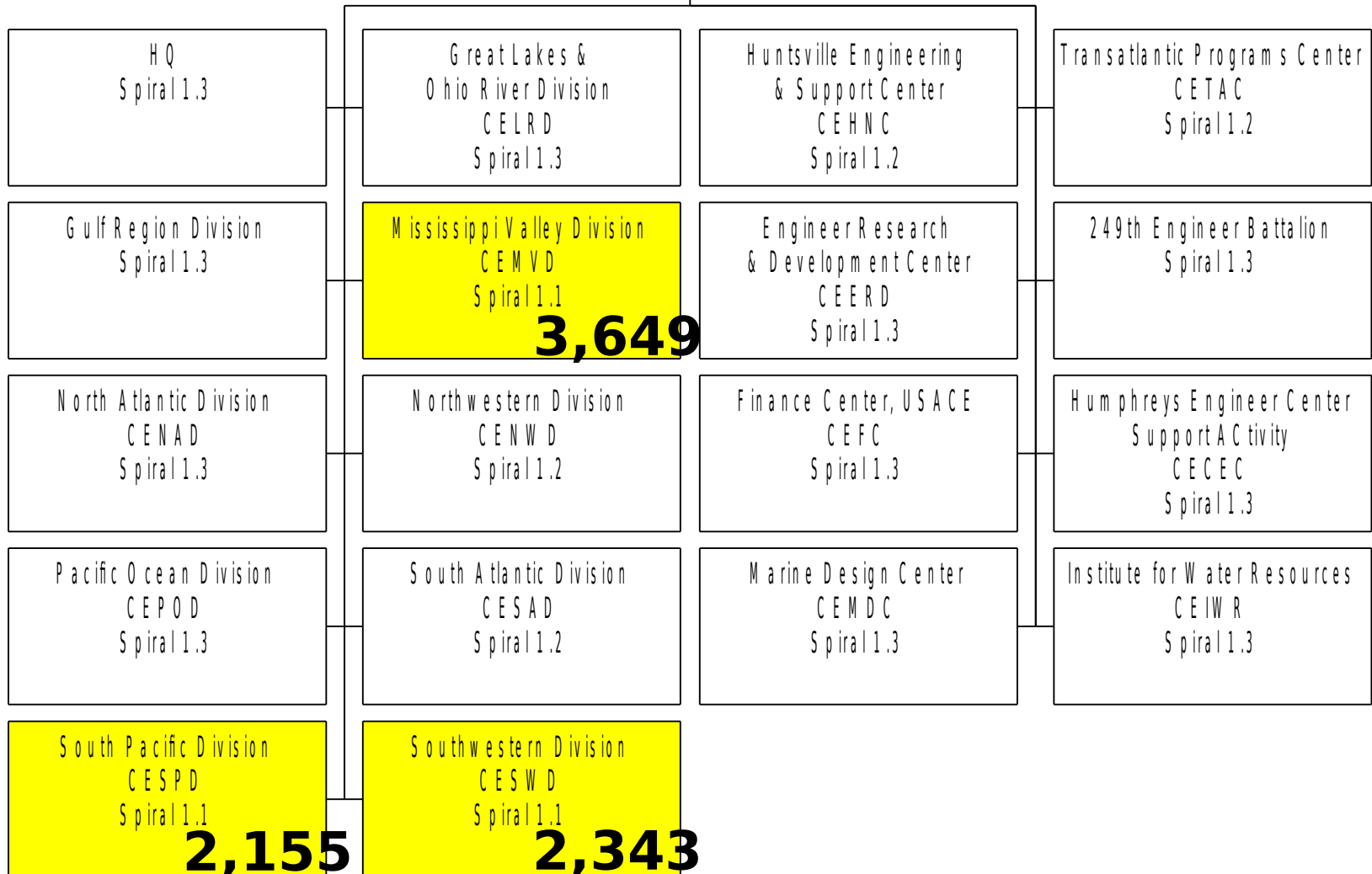
Notional Structures



Army Corps of Engineers

USACE
Executive Steering Committee

24,472

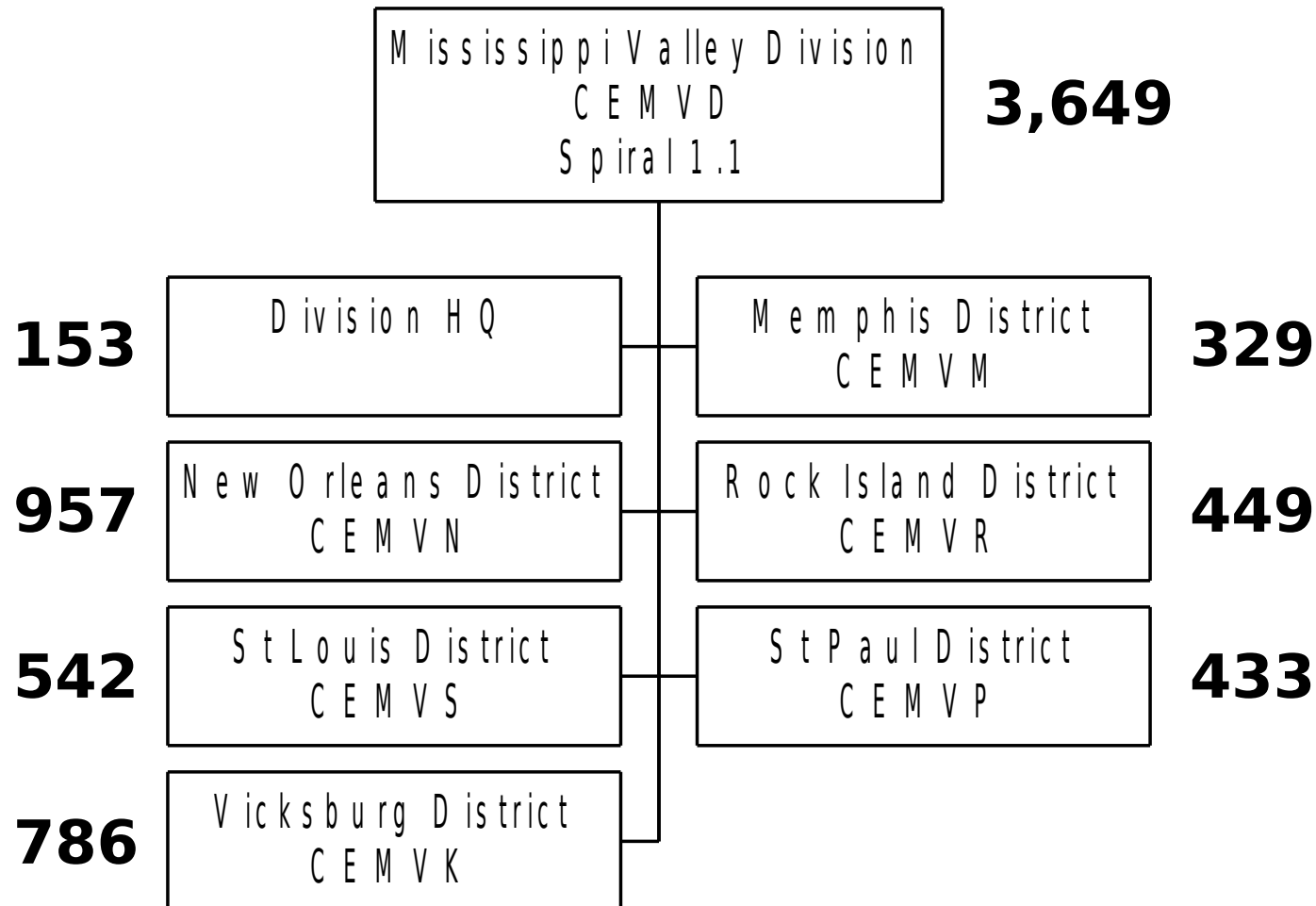




Notional Structures



Army Corps of Engineers





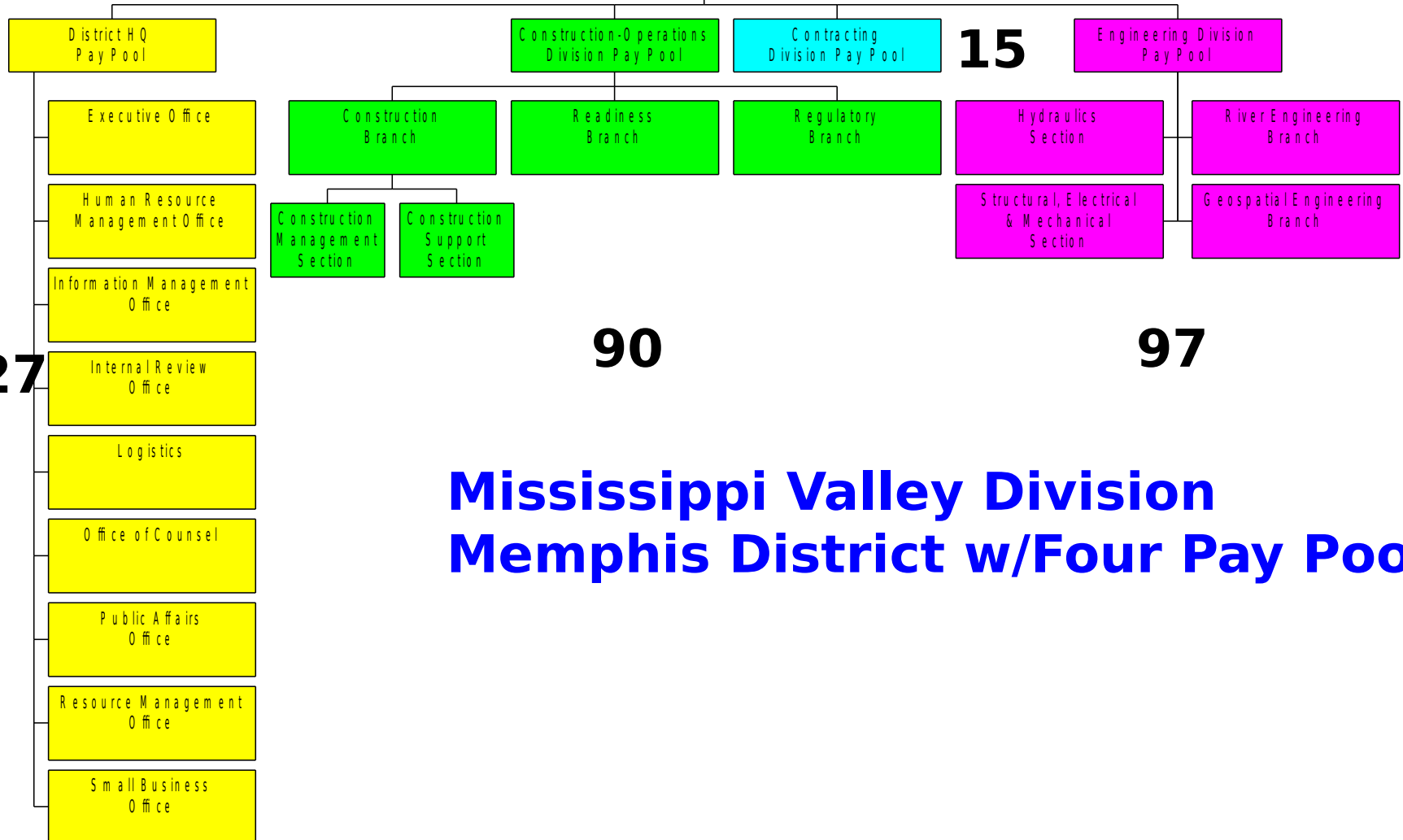
Notional Structures



Army Corps of Engineers

Memphis District
NSMVM
Pay Pools

329



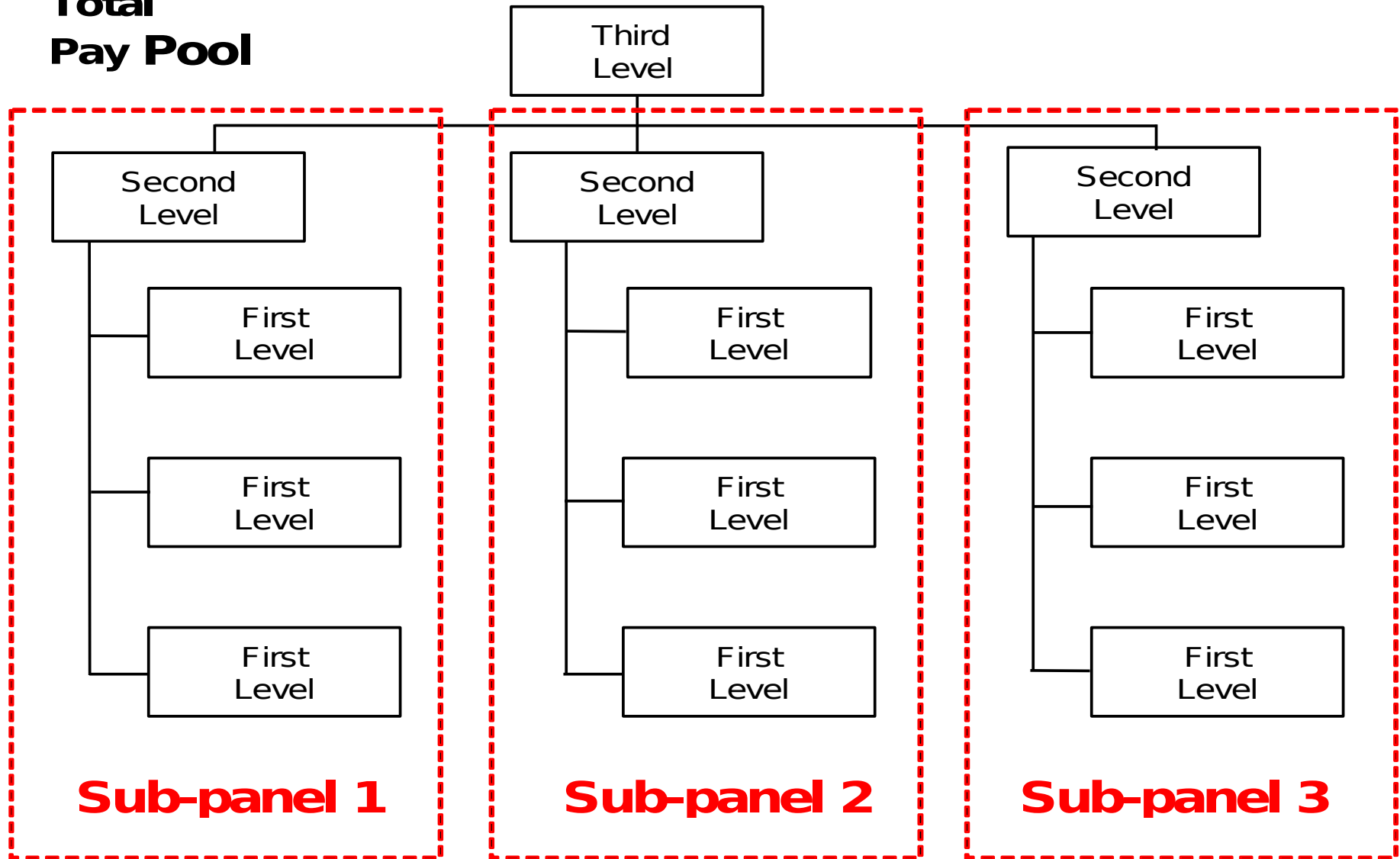
**Mississippi Valley Division
Memphis District w/Four Pay Pools**



Pay Pool Structure

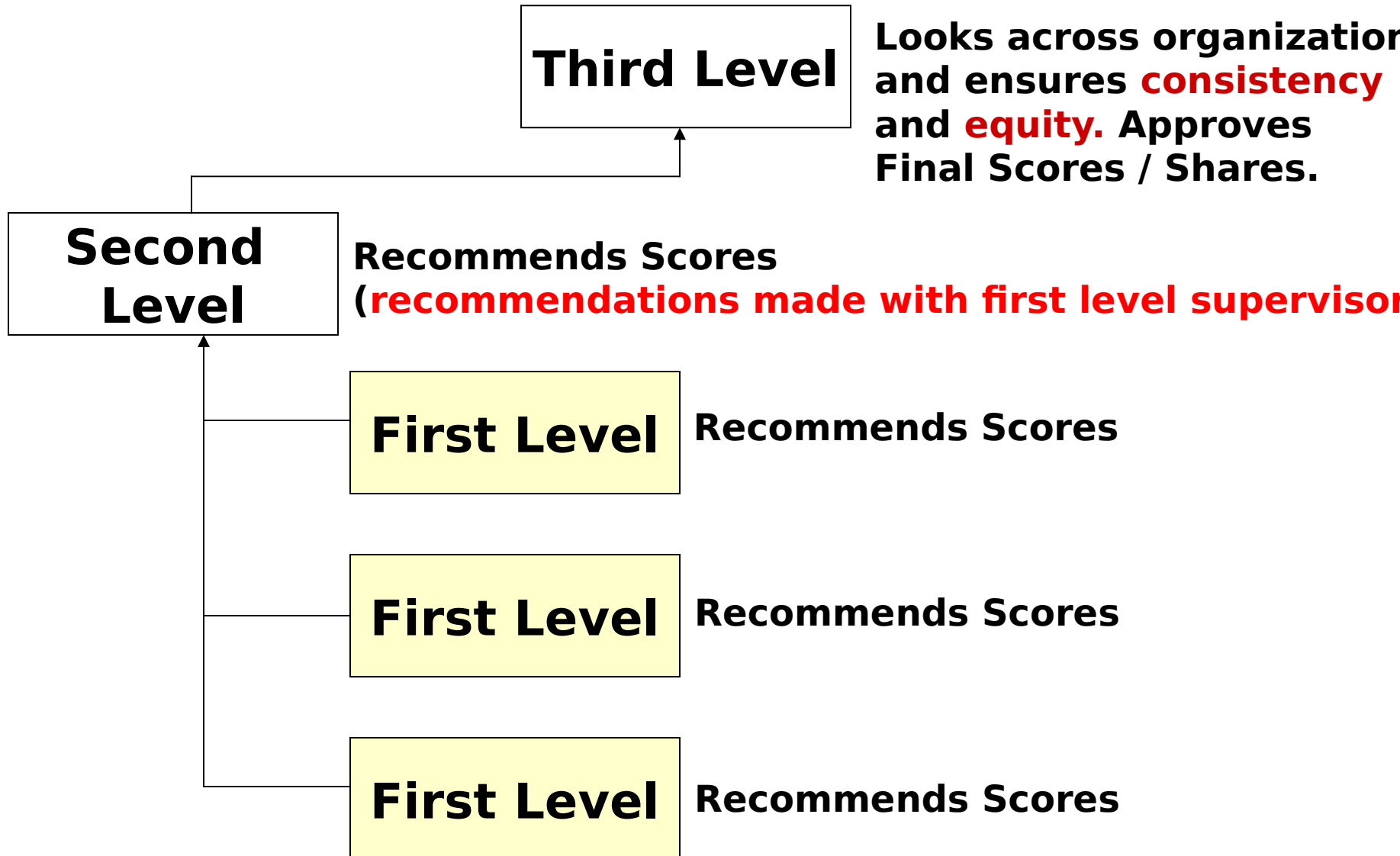


Total Pay Pool





Scoring Techniques





Implementation Issues

- ❖ Close-out ratings under TAPES and other performance appraisal systems, i.e., CCAS
- ❖ Performance Awards w/close-outs
- ❖ P4P Funding
- ❖ Training and Retraining
- ❖ Defining Executive Steering Committee and Pay Pools
- ❖ Integrating with other NSPS systems
- ❖ Linking to Agency's Strategic Plan



National Security Personnel System

How You Can Prepare

Sandy Chun



What Spiral 1.1 Organizations Can Do to Prepare



- ❖ Review Data Quality
 - Review/Update BUS Codes
 - Review/Update WIGI Due Date
 - Validate Position Data
 - Review/Update Employee Data: Tenure/Veterans' Preference
- ❖ Organize PM Team
 - PM/Deputy
 - HR (Classification, Staffing, MER, LR, Training)
 - PAO, RM, FM, Legal, IT, EEO
- ❖ Prepare/Implement Training/Education
 - Educate employees, managers, union leadership
 - Make employees and managers available for training
 - Provide/support regional/installation training team members
 - Market/champion NSPS training as a necessary part of transition
 - Make facilities available to execute training
 - Be flexible with employee work schedules to allow attendance
 - Encourage participation in surveys; supervisory assessment



What Spiral 1.1 Organizations Can Do to Prepare (continued)



- ❖ Review TAPES Performance Plan:
 - Ensure that all Spiral 1.1 employees have a current authenticated (signed) TAPES performance plan for the current rating cycle
 - Ensure that any employee with a Fair rating as their last TAPES rating is placed under a WIGI denial process if due a WIGI prior to implementation to NSPS
 - Process all closeout performance rating based incentive awards prior to standup
 - Take appropriate action to bring closure to performance-based (or conduct based) adverse actions that are in process
- ❖ Utilize Marketing Tools
 - Distribute brochures/video
 - Engage champions: leadership, managers, employees



What Spiral 1.1 Organizations Can Do to Prep (continued)



- ❖ Future Focus (As more information becomes available)
 - Review Pipeline Actions
 - ✓ MER
 - ✓ LR/Collective Bargaining Agreements
 - Position Review Documents (PRDs)
 - ✓ Organizational alignment
 - ✓ Supervisory responsibilities
 - Performance Management:
 - ✓ Align performance goals with strategic plans
 - ✓ Define pay pools
- ❖ COMMUNICATE - COMMUNICATE - COMMUNICATE
 - Federal Register: Review/Comment
 - Employees
 - Managers
 - Unions
 - HQDA
 - Website



National Security Personnel System

Discussion

Carole Johnson



Close Out Discussion



- ❖ **You have our commitment to:**
 - ❖ **Involve you in planning and implementation guidance to the maximum extent possible - expect IPRs**
 - ❖ **Continue to push for funding to support NSPS**
 - ❖ **Continue to understand your need for details**
 - ❖ **Communicate as soon as possible as information is received**
 - ❖ **Fully consider and incorporate your recommendations realizing that there are differing opinions and considerations from many directions**
 - ❖ **Place the Army-Only Session charts on the web site**



Close Out Discussion



- ❖ **We ask that you:**
 - ❖ **Give us your continued support and cooperation to include allowing field participation in planning and other development efforts**
 - ❖ **Use the chain of command to communicate your ideas, unique considerations, lessons learned and concerns**
 - ❖ **Begin to take the “How You Can Prepare” actions**
 - ❖ **Do what you can to market NSPS and involve your**



Close Out Discussion



- ❖ **Next NSPS IPR Conference Call - 07Feb, 1230**
- ❖ **Remember that the Enabling Regulations are detailed only in the areas of Labor Relations and Appeals**
- ❖ **Enabling Regulations provide only a broad overview for Human Resources aspects of NSPS**